VALUES:
THE FOUNDATION OF
WORKFORCE VITALITY

A REPORT OF THE TASK GROUP
ON COMMUNITY VALUES: WORKFORCE 2000

TO

THE BALTIMORE REGIONAL COUNCIL OF GOVERNMENTS
601 North Howard Street
Baltimore, Maryland 21201-4585

January, 1992

EXECUTIVE SUMMARY

Shared values provide common purposes and a sense of unity and direction to communities. Community leaders have the responsibility to model positive values and to inspire others to recognize their importance in insuring the health and vitality of society.

This report describes the results of a study of the significance of values in the workplace in the region. It identifies their profound influence on the quality of product and service as well as on the quality of life. The Workforce 2000, influencing and influenced by positive values, can provide the impetus for an economically and socially vibrant community - one which becomes nationally and internationally recognized for integrity, quality, and vision.

The study group has proposed that a series of recommendations be placed in the hands of a newly constituted group of community leaders who can bring about the changes necessary to act on the premises which underlie this report.

SUMMARY OF RECOMMENDATIONS

The newly formed group should address itself to:

1. Recognizing and working with cultural diversity

2. Enriching the community culturally while seeking common bonds

3. Re-anchoring the image and reputation for integrity of the Baltimore Region

4. Nurturing human potential

5. Empowering through positive attitudes

6. Helping the very young

7. Supporting and strengthening the schools

8. Encouraging values education

9. Developing codes of ethics

10. Establishing annual conferences on ethics

11. Encouraging responsibility for positive values from the media

12. Creating a comprehensive network of information about values and ethics

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BACKGROUND

On January 24, 1990, the Baltimore Regional Council of Governments sponsored a conference on Workforce 2000. As a result of that conference, five task groups were formed to identify conditions of the workforce which must be met in the next decade in order to assure competitive economic growth of the region and the resulting higher quality of life for all residents.

The Task Group on Community Values was charged with determining the significance of values and ethics for the Workforce 2000. The group was asked to identify the needs and the means for addressing them. It has worked since January 1990 in developing its study and proposed actions.

The Task Group now recommends that a new entity representing leadership of a coalition of regional institutions be named to implement the findings of the study and to increase the utilization of the rich resources of the region which undergird values and ethics.

ETHICAL PRACTICE AND REGIONAL ECONOMY

Sound ethical practices enhance the quality of life of individuals and of society. Honesty and quality in services, products, and practices provide a competitive edge in the economy. When embraced by a total community or region, strong moral principles which have stood the test of time empower each person and provide the base for a thriving economy.

The vision for the future workforce and the society in which it will function is one that incorporates mutual respect, responsibility, and caring. It includes understanding and accepting differences, developing a sense of duty and loyalty to oneself, one's family, and humankind. It requires the identification of individual community and corporate values which guide one's decision and choices. It respects individual differences.

The responsible influences on an individual's moral development are the family, the community, the religious affiliation, and the schools. Recognizing the cataclysmic changes in their structure and viability, these institutions must be upheld and supported by the resources of society. When weakened, these institutions are often supplanted by less responsible influences of mass media and peer pressure.

The responsibility for recognizing the pure practicality of ethical behavior, for extolling it, and for practicing it, belongs to all aspects of society. However, members of the leadership within the community bear a particularly strong obligation for vision, example, and inspiration. They must be positive role models; they must assure flexibility which will enable families and schools to function more effectively; they must become mentors for young people; they must help all individuals recognize the choices they have in life; they must demonstrate through policy and practice the effective application of values; and they must help to create the conditions in which work ethics can flourish and where bigotry, truculence, and antagonism are unacceptable.

HISTORICAL BACKGROUND

The history of human experiences is a record of humanity's choice of values and the consequences of those choices. Plato's cardinal virtues were, "wisdom, courage, temperance, and justice." In common with many in the workplace today, Plato felt that character formation was even more important than education. To Aristotle a virtuous person was a person of high character who was concerned about the welfare of others.

Throughout history, the most revered leaders have been those who embodied such values as wisdom, learning, humility, generosity, and prudence. In the founding of the colony of Maryland, Lord Baltimore provided leadership in the expansion of choice. Through his dedication, Maryland was among the first of the colonies to become a haven for Roman Catholics, Anglican, Puritans, Quakers, Presbyterians, French Huguenots, Dutch-German Labadists, and an expanding spectrum of religious and cultural differences.

Historically, the City of Baltimore grew in economic prominence because of a reputation for integrity among its merchants and artisans. Many of Baltimore's early merchants and entrepreneurs are also remembered for their philanthropy and for using the fruits of their success to help others. Examples of those who supported the expansion of choice, including active movements to free enslaved people, and who each founded institutions for the benefit of all, regardless of race, color, or creed were Elisha Tyson (Philanthropy, Anti-slavery), Moses Sheppard (Mental Health), George Peabody (Libraries, Culture), Johns Hopkins (Education, Health), and Enoch Pratt (Library, Mental Health). Such leadership marked this city and region as one with commitment to improving the quality of the lives of all its citizens and, concomitantly, increasing the area's stature and capability to attract global markets.

The increasing diversity within our community has witnessed the rise of complex relationships and requires additional qualities of leadership for the times. Concerns about the full participation of all parts of the society have created tensions which require open, honest, and effective exchanges of ideas. The healing and enhancement of human relationships is a basic component of community values.

FINDINGS OF TASK GROUP

Values and ethics in the workplace apply equally to employees and employers. They also reflect the moral standards and expectations of the broader community. The Task Group identified ten issues which affect values in the workplace and which require greater responsibility and involvement on the part of the entire region.

Issues

1. Understanding of the increasing diversity in the region.

2. Awareness and implementation of ethical practices by employers

3. Need for increased educational competence of the workforce

4. Need for stronger financial support for education

5. Better understanding of the importance of the individual and the need for positive personal relationships

6. Necessity of more effective positive parent/child relationships

7. Importance of stronger teacher/pupil relationships

8. Recognition of the influence of the media on values

9. Need for enhancing labor/management cooperation and respect

10. Understanding of the advantages of practicing the ethics of work on the part of both management and labor

These issues led to the establishment of ten premises which are springboards for community action.

Premises

1. There are fundamental values which are embraced by virtually all segments of our diverse society which provide common bonds resulting in improved quality of life for all. They include:

   a. Respect, understanding, and concern for others

   b. Responsibility, reliability, and honesty

   c. Respect for learning, knowledge, and wisdom

   d. Pride of workmanship

e. Stewardship of physical and cultural environments

f. Concern for health

g. Self-discipline, perseverance, patience, and the ability to postpone gratification

h. Self-esteem and recognition of human dignity

2. The future well-being of the Baltimore Region will depend increasingly on the attitudes, ethics, habits, health, and values of employees and new entrants into the workforce.

3. Increased job opportunities and better wages, particularly for females, minorities, and new job entrants, are anticipated due to:

    a. Favorable projections for United States and world economic growth during the balance of the 1990's.

    b. Fewer new entrants into the labor force.

    c. Rising number of businesses seeking to diversify their workforce to better relate to and serve growing female, minority, and foreign markets.

    d. Programs to support entrepreneurship, particularly female and minority entrepreneurs.

4. Positive attitudes and values such as respect for others, civility, understanding of other cultures and human experiences, and the will and wisdom to avoid the pitfalls of the past will be most important to the future of our diverse region.

5. Early childhood -- birth to six years old -- is a critical time for the development of values and habits which will affect future success in school and in work.

The role of parents and the support of the community are crucial for positive influences on the very young.

6. Elementary and secondary educational experiences are fundamental to the formation of the knowledge, skills, and values which underlie the success of students. Strong schools, supported by the community, are a necessity for regional economic strength.

7. In contrast with the past, the social costs of drop-outs, illiteracy, and poverty are higher and less acceptable. Increased choice and empowerment of all members of society can reduce social, health, and liability costs and contribute to regional ability to compete.

8. The power of choice cannot be overestimated as a tool for change. Conditions which empower all people to learn new behaviors and to find new levels of acceptance of each other strengthen all aspects of the community and the workplace.

9. There is widespread concern that aspects of the media portray or encourage actions and lifestyles which are contrary to those which correlate with personal and societal success.

10. The Baltimore Region contains immense resources which support positive value choices. Examples are the religious institutions, public and private schools, colleges and universities, National Conference of Christians and Jews, Scouts, YMCA, YWCA, Maryland Humanities Council, Service Clubs, labor unions, fraternal groups, youth service organizations, and human and social service organizations. There is a need for promotion and increased community awareness of the underlying values of these and other excellent organizations established to strengthen positive values.

ACTIVITIES OF THE TASK GROUP

Having developed a statement of belief to guide its activities, the group then organized its efforts into four areas of activity: Education, an Ethics Network, Conferences, and Media Responsibility.

Education
Promoting values education in schools
Michael Morton and L. H. DeGarmo, Chairs

Representatives, most at the superintendent staff level, of the five counties and Baltimore City met on a regular basis at Catonsville Community College. Dr. Edmonia Yates, State Board of Education, and Dr. Frederick Walsh, President of the college, met regularly with the group. A plan to establish a center for values education housed at the College of Notre Dame of Maryland is underway. Space has been set aside, and Sister Sharon Slear, Chairman of the Education Department, is assisting with the project. A series of planning meetings of the committee and representatives of the Public School Superintendents Association of Maryland (PSSAM) and the Maryland Association of Boards of Education is underway.

Ethics Network
Coordinating all community activities related to ethics and values in the workplace
Karen Wilson, Nicholas King, and William Weston, Chairs

The Task Group discovered a strong interest in ethics and a variety of initiatives to promote the concept throughout the region. This committee has done initial planning to establish a center of communication for all activities including education, the professions, business, service agencies and organizations, government, and other activities related to the issue of values for Workforce 2000. The group recommends the establishment of the network base in the new headquarters of the Regional Council.

Conferences
Focusing on business, government, and community practice and promotion of ethics and values
Alan Yuspeh, Chair

The first of two planned conferences was held in May 1991 and was directed toward the needs of government and business. A program representing local and national leaders in ethics issues brought valuable information to the region. The conference was video-taped, and plans are being made for distribution of the material through the Regional Council.

A second conference intended for a broader community and regional audience in order to promote wider awareness and involvement in the issues surrounding values and their application to Workforce 2000 and the community is recommended as the first of an annual series

Media
Involving the media in recognizing their influence in communicating positive values
Mark Beck and Mary Ellen Saterlie, Chairs

A series of meetings with leaders in the region's media industry has taken place. Individuals representing the Baltimore Sun, WMAR, and the Association of Baltimore Advertisers, have expressed interest and concern. While individual groups have made impressive strides, there has not been a concerted effort by the media as a whole to address community values. Such a coordinated approach could yield impressive results.

RECOMMENDATIONS

The Community Values Task Group has fulfilled its role of study and organizing initial activities. The establishment of a center for values education is underway and should continue with its present membership with a link to the new group.

A structure with the power to involve the broader community in the effort to strengthen ethical practices in the region should now be appointed. The group should be a coalition of institutions represented by leaders of sufficient stature to implement programs and secure the support of the leadership of the community. It should represent business, labor, government, ethnic and cultural groups, institutions (education, health, social services, law, media, etc.), and volunteer service groups. Some members of the original group may be useful to provide continuity.

The newly formed group should review the findings and activities of the original study group and move forward to design and implement major strategies and events.

The following activities are recommended:

1. **Recognizing and Working with Cultural Diversity**

   RECOMMENDATION: The region should make a special effort to reach out in ever-broadening circles to those groups which have not traditionally been a part of the "mainstream." Community values must be much more than a discussion between black and white; male and female.

   ACTION: Organize a series of hearings or presentations involving representatives from the various ethnic and other groups within the region. Ask for thoughts on roles in the workplace and ethical responsibilities.

2. **Enriching the Community Culturally while Seeking Common Bonds**

   RECOMMENDATION: The region should become increasingly enriched by its cultural diversity and its common interests. Forging bonds of understanding and empowerment for all persons enriches the entire community.

   ACTION: Create forums in which the philosophies, arts, heritage, and contributions of many groups can be brought to the attention of all. Extensions of ethnic festivals into dialogues should be considered.

3. **Re-anchoring the Image and Reputation of the Baltimore Region**

   RECOMMENDATION: The region should re-anchor its reputation for the character and skills of its people and the quality of its products and services. It should be recognized for its strong ethical business leadership, entrepreneurship, and philanthropy of its citizens.

   ACTION: Establish a means of identifying and publicizing examples of the qualities of individuals and institutions which undergird the image of the region as one having high regard for values.

The committee should use both the established media and its own publications.

4. **Nurturing Human Potential**

   RECOMMENDATION: The region should become one which practices the virtue of helping others and seeks aggressively to find better ways for nurturing human potential and supporting those in need.

   ACTION: Encourage philanthropy and volunteerism along with programs designed to unlock human potential.

5. **Empowering Through Positive Attitudes**

   RECOMMENDATION: The region should increase the recognition that positive attitudes are empowering and as important to employment and business achievement as education and job skills. Positive attitudes are outgrowths of thoughtful analysis and a sense of responsibility for oneself and others.

   ACTION: Establish seminars for employees to develop the concept of positive outlooks as means toward improved mental health and mutual growth.

6. **Helping the Very Young**

   RECOMMENDATION: The region should seek ways of ensuring opportunities for the parents of infants and young children to have access to the resources necessary for the successful nurturing of mind, heart, and body.

   ACTION: Design clear directions for all who need them for obtaining helpful resources. Coordinate programs of social service agencies and volunteer groups to attain this goal.

7. **Supporting and Strengthening the Schools**

   RECOMMENDATION: The region should assure that increased emphasis is placed on the importance of education for the total health of the

community. The preparation of skilled employees, as well as skilled parents are integral parts of the role of schools.

ACTION: Play a major role in seeking increased financial and technical support to strengthen schools.

8. Encouraging Values Education

RECOMMENDATION: The region should support the establishment of and interface with the Center for Values Education to enhance the teaching and modeling of values in elementary and secondary schools as well as in teacher education programs.

ACTION: Establish a direct link to the Center for Values Education being designed by the regional schools and school systems. Use this connection to encourage broader interest and involvement by the larger community in institutionalizing the importance of values in all aspects of life.

9. Developing Codes of Ethics

RECOMMENDATION: The region should initiate the development of a code of ethics for the metropolitan area and assist institutions and organizations in developing long range plans which incorporate values.

ACTION: Review existing codes, select exemplary ones, and provide suggestions and assistance to all organizations.

10. Establishing Annual Conferences on Ethics

RECOMMENDATION: The region should initiate an annual conference on ethics and community values focusing on their importance in the future of the region.

ACTION: Plan a series of annual conferences involving a variety of groups. Bring in and use local and national high-level speakers and encourage participation and commitment from grass roots representation.

11. Encouraging Media Responsibility

RECOMMENDATION: The region should strengthen the role of the media as responsible institutions in the fostering of positive values.

ACTION: Organize a consortium of media representatives to outline steps to be taken to enhance responsibility. Review areas of excellence as well as areas of need.

12. Creating a Comprehensive Network of Information about Values and Ethics

RECOMMENDATION: The region should provide a means for linking organizations and institutions through a network of information about ethics and values. A part of this network would be the publication of materials citing achievements in this area and enhancing the image of the region.

ACTION: Extend the work of the Task Group in setting up a network of the many groups in the region with interests in the enhancement of community values. Place this network base in or near the Regional Council's library.

MEMBERS OF THE COMMUNITY VALUES
TASK GROUP

Chairs:

Dr. Mary Ellen Saterlie
Associate Superintendent of Baltimore County Schools (retired)

Mr. Mark Beck
Beck, Powell & Parsons

Ms. Judith B. Bushong
Community Activist

Ms. Barbara Boro
Volunteers of America

Mr. Kenneth Darden
Annapolis Boys & Girls Club

Mr. L. H. DeGarmo
Kiwanis Clubs

Ms. Judy Dobbs
Maryland Humanities Council

Mrs. Sue Garonzik
Beyond War

Dr. Catherine Gira, President
Frostburg State University

Mr. Robert Hassin
Boys & Girls Clubs of
Washington/Baltimore Region

Mr. Samuel Hopkins
Baltimore City Planning Council

Rev. T. Nicholas King
Center for Ethics & Corporate Policy

Mr. Steve Kramer
Westinghouse Electric Corporation

Mr. Michael Morton
MD Council on Vo-Tech Education

Mr. J.W. Mumaw
Director, Ethics Office
Westinghouse Electric Corporation

Mr. C. William Pacy
Building Congress & Exchange

Ms. Susan Kay Reinhart
Associate, Reinhart & Associates

Mr. Wayne Ruddock
Presbytery of Baltimore/Beyond War

Ms. Sandy Stewart
Leaders International, Inc.

Mr. William I. Weston
University of Baltimore

Ms. Karen Wilson
Nat'l Conference of Christians & Jews

Dr. Edmonia T. Yates
Maryland State Board of Education

Mr. Alan R. Yuspeh
Baltimore City Ethics Commission

Ethical Decision Making in Business and Government

Presented by

University of Baltimore
Hoffberger Center for
Professional Ethics

Center for Ethics and
Corporate Policy

Baltimore City
Board of Ethics

**May 3, 1991
8:00 a.m. – 2:00 p.m.**

Langsdale Auditorium
University of Baltimore

**Baltimore Regional
Council of Governments**

**Community Values/
Workforce 2000 Partnership**

PROGRAM DESCRIPTION

An initiative of the Baltimore Regional Council of Governments' Community Values/Workforce 2000 Partnership, this program presents an overview of ethical issues encountered in business and in government. Its purpose is to provide – for both the private and public sectors – a basis for understanding how to identify and resolve ethical issues as they arise.

A substantial portion of the program will be devoted to the mechanics of developing and implementing programs to promote ethical conduct.

As you can see from the conference agenda, we have brought together a diverse group of experts to discuss these pertinent issues. Companies, professional firms, government agencies, and nonprofit organizations should all consider attending.

PRINTED ON RECYCLED PAPER

MAY CONFERENCE PROGRAM

Baltimore Regional Council of Governments

2225 North Charles Street
Baltimore, MD 21218-5767

State of Maryland
Anne Arundel County
Baltimore City
Baltimore County
Carroll County
Harford County
Howard County

AGENDA

Ethical Decision Making in Business and Government

8:00 Registration/Continental Breakfast

8:15 Opening Addresses
- *A Governmental Perspective*
- *A Business Perspective*
  J. Henry Butta, President, C&P Telephone of Maryland

9:20 *What Is Business Ethics?*
Gary Edwards, Executive Director
Ethics Resource Center

9:50 Break

10:00 Introduction of Panel
Allen Yuspeh, Chairman
Baltimore City Board of Ethics

Establishing a Corporate Ethics Program

Codes of Conduct – Frank McAbee, Senior V.P.
United Technologies Corporation

Ethics Training – Joseph Mumaw, Director, Ethics Office, Westinghouse Electric Corp.

Hotlines – Kent Druyvesteyn, V.P., Ethics Program, General Dynamics Corp.

Women and Minorities – Sandy Stewart, CEO, Leaders International Inc.

12:00 Lunch
Introduction of Guest Speaker
Dr. Daniel Costello, Dean, Merrick School of Business, University of Baltimore
Guest Speaker: Kirk Hanson, President, Business Enterprise Trust

2:00 Adjournment

SPONSORSHIP

Additional sponsorship provided by the following organizations:

- The Anne Arundel Trade Council
- Baltimore County Chamber of Commerce
- The Engineering Society of Baltimore, Inc.
- Howard County Chamber of Commerce
- Westinghouse Electric Corporation

Directions to University of Baltimore

From North of City:
Take JFX to Maryland Ave.
Langsdale Auditorium on Southwest Corner – Straight Ahead

From South of City:
Take Charles St. North to Mount Royal Avenue, turn left.
Follow Mount Royal to Oliver St., turn right.
Auditorium on right at corner of Maryland Ave. and Oliver St.

REGISTRATION

Please complete and send to:

Baltimore Regional Council of Governments
2225 N. Charles Street
Baltimore, MD. 21218-5767

Attn: Wendy Royalty
301-554-5622
Fax: 301-554-5607

Name: _____

Organization: _____

Address: _____

Phone: _____

Registration Fee:
Business – $50.00
Government/Nonprofit – $35.00

Please make check payable to:
Baltimore Regional Council of Governments

Registration Deadline: April 26, 1991